
DEVELOPING AN EFFECTIVE GRANT PROPOSAL: Part Two

PRESENTED BY:

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By the end of this session, you will

- **Develop** SMART goals and objectives.
- **List at least two** effective writing tips



GRANT DEVELOPMENT STEPS

- Conduct organizational assessment
- Research funding sources
 - Identify opportunities
 - Assess readiness and fit
- Plan the grant application
 - Develop a contingency plan
 - Outline components of the grant proposal
 - Develop timeline and proposal team
- Develop the proposal

Objectives

Specific, measurable action steps you take toward completion of a goal



Types of Objectives

Process

- Short-term
- Stated in terms of what you or your organization will do to implement the program.

By 12/31/18, 50% of the pregnant woman engaged during outreach events will be enrolled in the healthy start program.

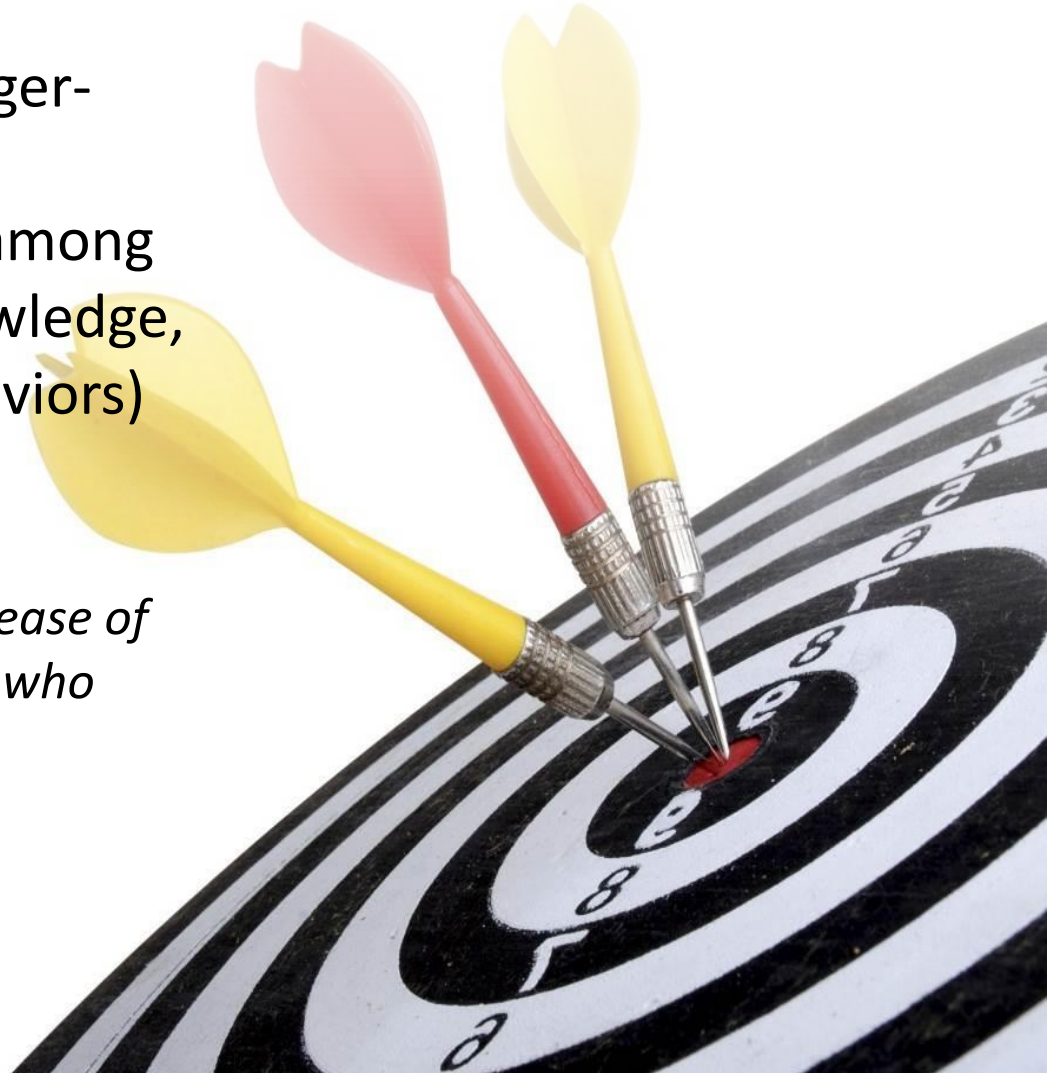


Types of Objectives

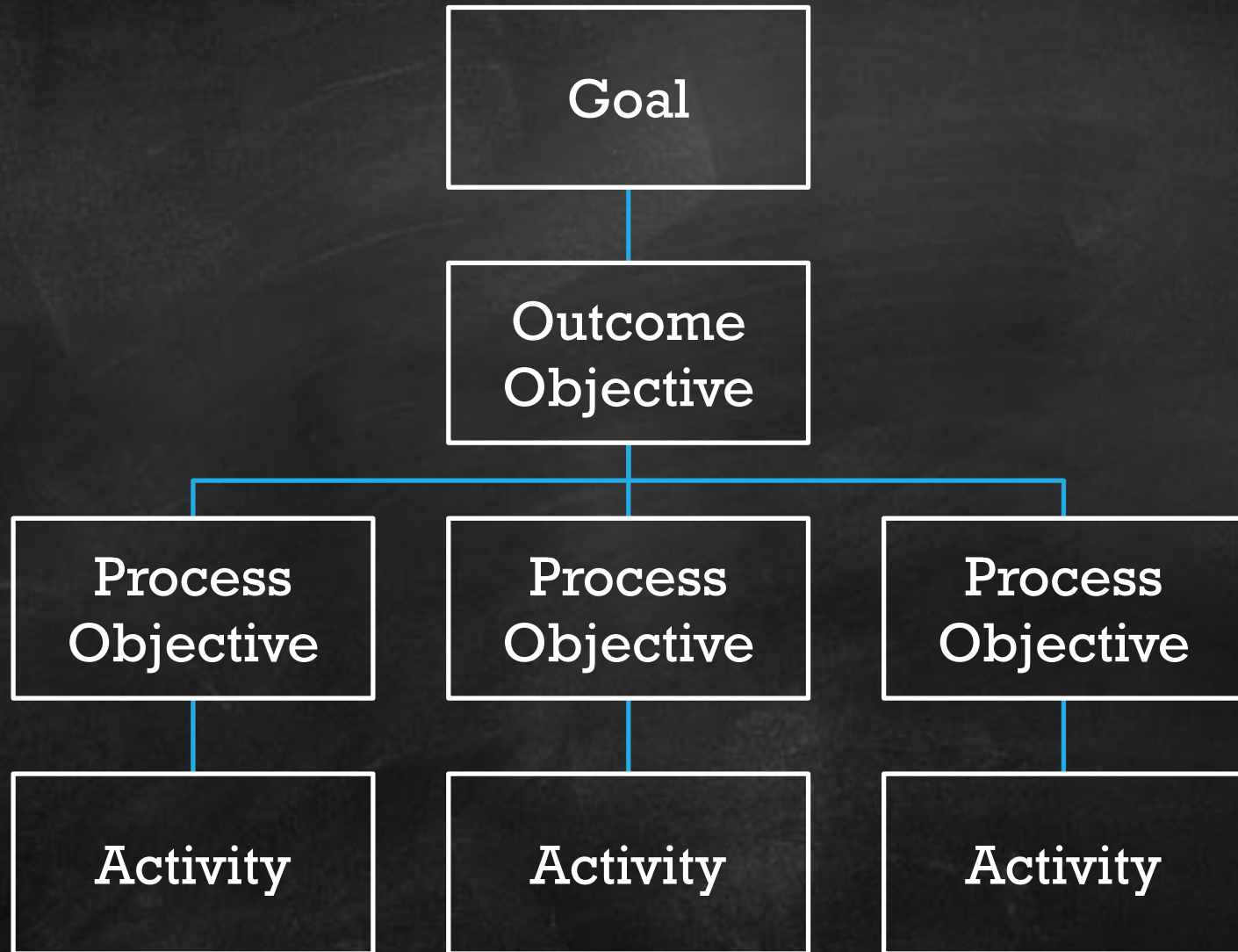
Outcome

- Short, intermediate, or longer-term
- Stated in terms of change among the target population (knowledge, attitudes, beliefs, and behaviors)

By 3/31/19, there will be a 50% increase of pregnant Healthy Start participants who smoke that participate in a smoking cessation program.



Effective program design



Objectives

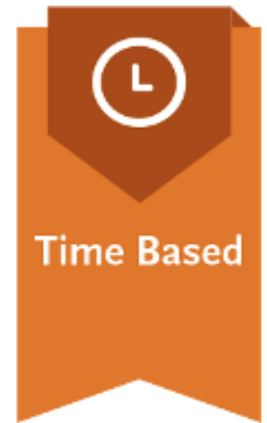
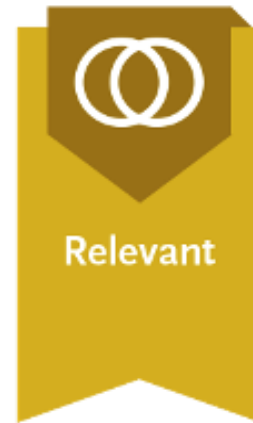
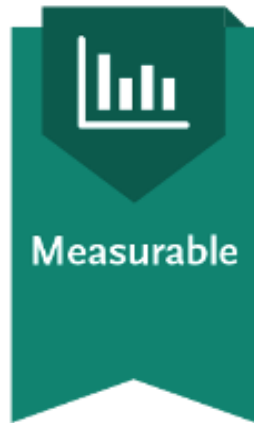
Increase the proportion of Healthy Start participants who have a birth spacing of at least 18 months.



Objectives

Are they SMART?

- How will you track and measure success?
- What are realistic numbers for your organization?





Objectives

Is this a SMART Objective?

By 2020, increase the proportion of Healthy Start participants who have a birth spacing of at least 18 months by 50%



Attachment 1: Work Plan

	Project Activity / Action Step	Measurable Outcome	Indicator	Data Source	Timeline	Person(s) Responsible
Goal 1:						
Objective 1:						
	<i>Activity 1.1</i>					
	<i>Activity 1.2</i>					
	<i>Activity 1.3</i>					
	<i>Activity 1.4</i>					
Objective 2:						
	<i>Activity 2.1</i>					
	<i>Activity 2.2</i>					
	<i>Activity 2.3</i>					
	<i>Activity 2.4</i>					
	<i>Activity 2.5</i>					
Goal 2:						
Objective 1:						
	<i>Activity 1.1</i>					
	<i>Activity 1.2</i>					
Objective 2:						
	<i>Activity 2.1</i>					
	<i>Activity 2.2</i>					
	<i>Activity 2.3</i>					
Objective 3:						
	<i>Activity 3.1</i>					



SAMPLE WORK PLAN

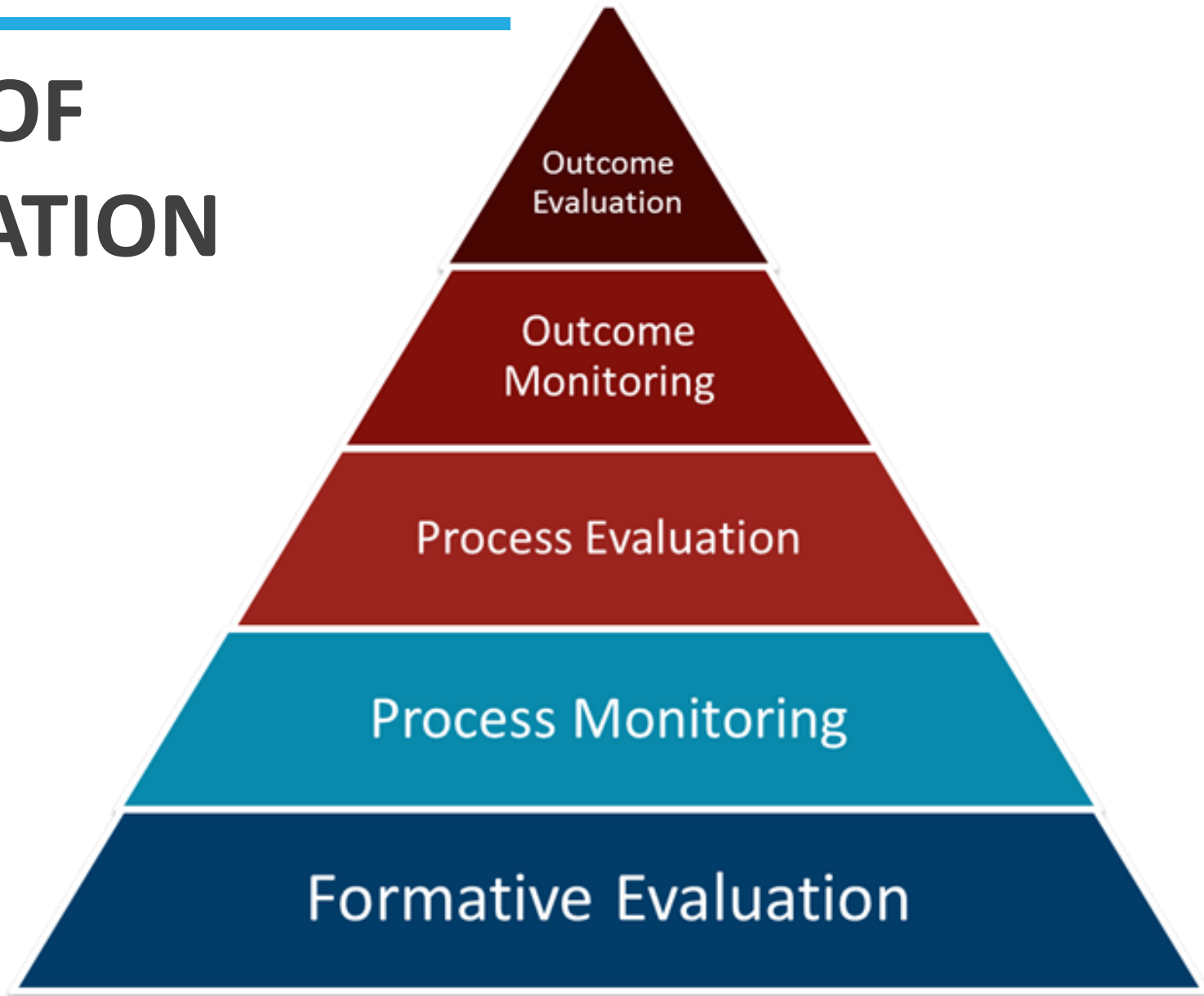
Activity	Timeline	Person Responsible	Comments
Hire and train 3 staff to implement intervention			
Develop Job Descriptions	Month 1	Project Manager Human resources office	
Distribute job announcement through existing networks	Month 1-2	Human resources office	
Interview candidates	Month 2	Project Manger Project Director	
Hire staff	Month 2	Project Director	
Provide internal training	Month 3	Project Manger	Will utilize proven training system established in past
Staff attend CDC intervention training	Month 4	Intervention Staff	Training available in month 4 through DOH

SAMPLE TIMELINE

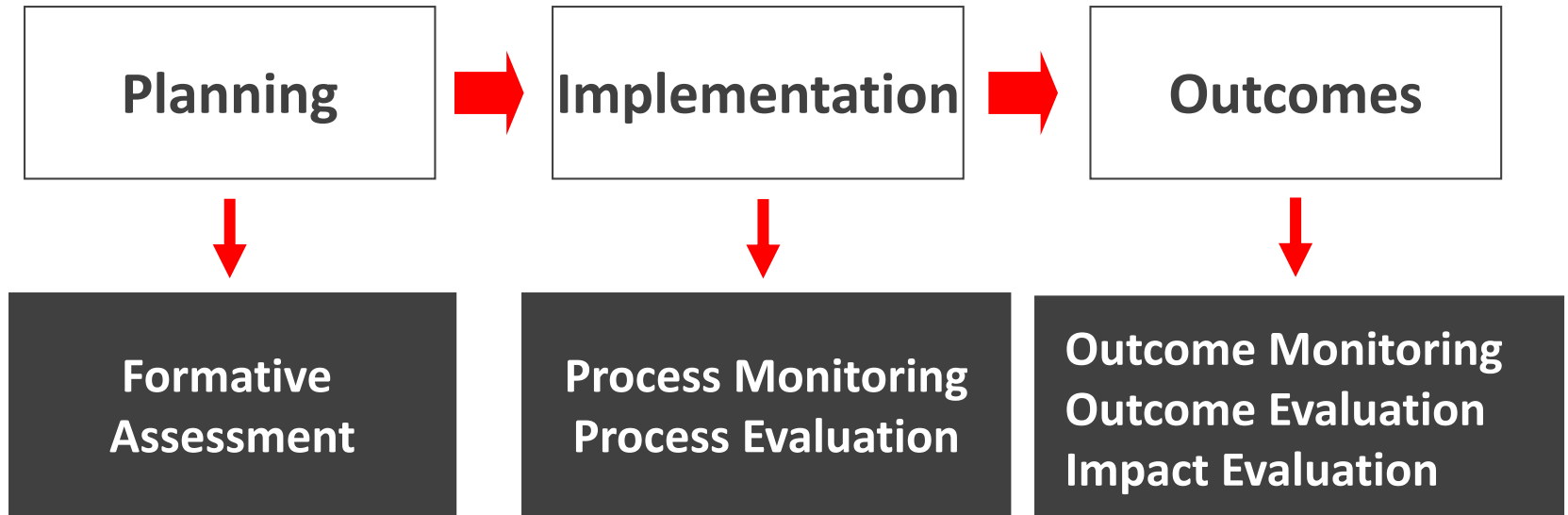
Project Period (2017-2018)

Tasks	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Hire and train 3 staff to implement intervention												
Develop Job Descriptions												
Distribute job announcement through existing networks												
Interview candidates												
Hire staff												
Provide internal training												
Staff attend CDC intervention training												

TYPES OF EVALUATION



EVALUATION PLANNING



EVALUATION PLAN

Clear plan to measure

- Goals
- Outcomes
- Program activities
- Processes



EVALUATION PLANNING TOOL

Evaluation question:

Objective	Indicator/ Measure	Data source	Responsible staff	Frequency

Evaluation question:



Check your evaluation section

- Does the program have a clear plan for measuring goals, outcomes, processes, and program activities?
- Is the program's evaluation plan in alignment with the requirements of the RFA?
- Did you include the specific performance measures that are required in this RFA?
- Did you use the logic model to develop the evaluation plan for the proposal?



Organizational capacity

- Describe mission, vision, scope and objectives
- Past experience with similar projects
- Governance
- Organizational infrastructure
- Management capabilities
- Monitoring and evaluation capabilities
- Relevant recognition/awards

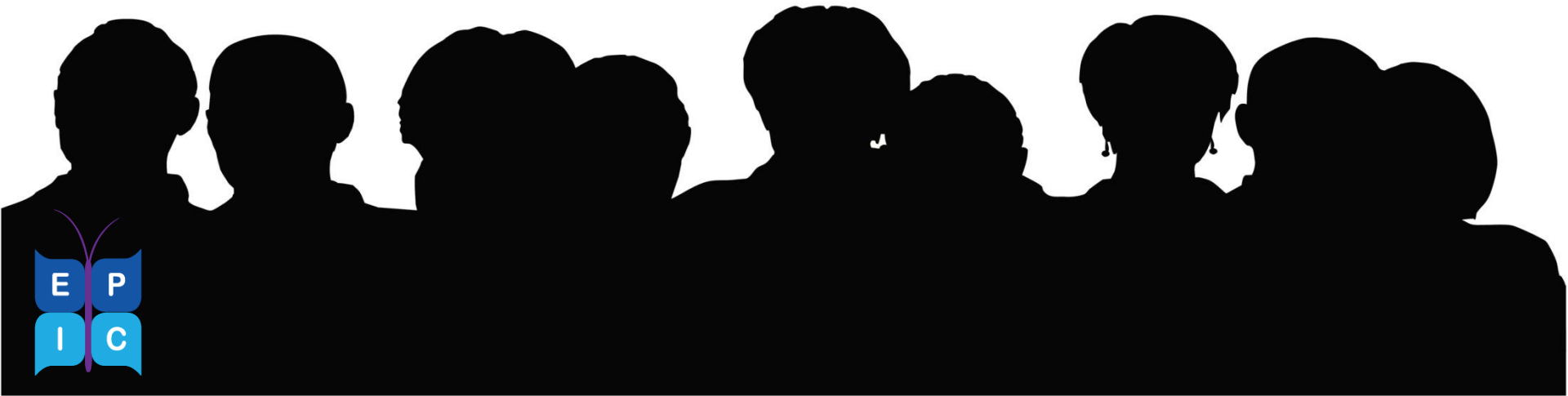
Key staff

- Detail roles and responsibilities of staff
 - Technical
 - Direct service
 - Administrative
 - Clerical support
 - Volunteers
- Demonstrate the level of experience level of key staff
- Detail time allocated to the project
- Describe training and capacity building



Collaborations and partnerships

- How are you leveraging other resources/expertise in the community to support reducing infant mortality?
- Who else will you work with to meet your objectives?



Appendices

Supplemental information

- Letters of Support, MOA/MOU
- Legal documents
- Board of Directors List
- Financial documents
- Resumes of key staff or job descriptions
- Publications including brochures or newsletters
- Organizational chart
- Maps



Anatomy of a program budget

1. Personnel Expenses

- a. Project staff wages
- b. Fringe benefits

2. Operating Expenses

- a. Travel
- b. Equipment
- c. Supplies
- d. Contractual
- e. Construction
- f. Other expenses

3. Total Direct Expenses (Personnel + Operating Expenses)

4. Indirect Expenses

5. Total Expenses



Budget considerations

- Mandatory meetings
- Additional resources (e.g., pack 'n plays, educational materials)
- Start-up costs
- Staffing plan – recruit, hire, train new staff



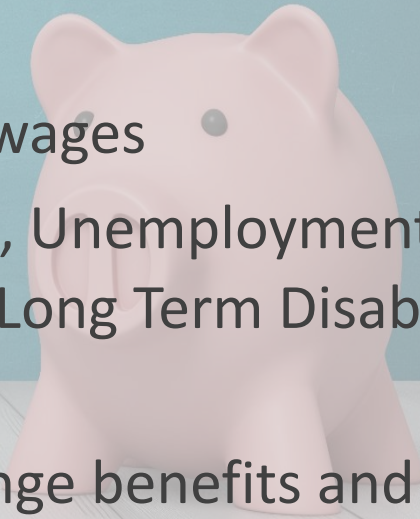
PERSONNEL EXPENSES

Project staff wages

- Requested salary funds for each position
- Include position title, name of staff, annual or monthly salary, % of time, and total time on budget

Fringe benefits

- Are applicable to direct salaries and wages
- Include: Medical/Dental/Vision, FICA, Unemployment Insurance, Worker's Compensation, Long Term Disability and Retirement
- Should include info on the rate of fringe benefits and the basis of your calculation



OPERATING EXPENSES

Travel

- Staff in-state and out-of-state travel
- Include per diem, airfare or mileage, and hotel
- Consult U.S. General Services Administration (www.gsa.gov) Per Diem guidelines as guidance

Equipment

- Typically costs associated with program equipment that is \$5,000 and up per unit

Supplies

- Typically office supplies and program supplies



OPERATING EXPENSES CONT.

Contractual

- When an individual or company provides professional services for a fee but not as an employee
- Examples: translation, transcription, evaluation

Construction

- New construction for project

Other

- Items not included in the previous budget categories
- Typically items in this category include: telephone, postage, printing, equipment maintenance/rental, and internet

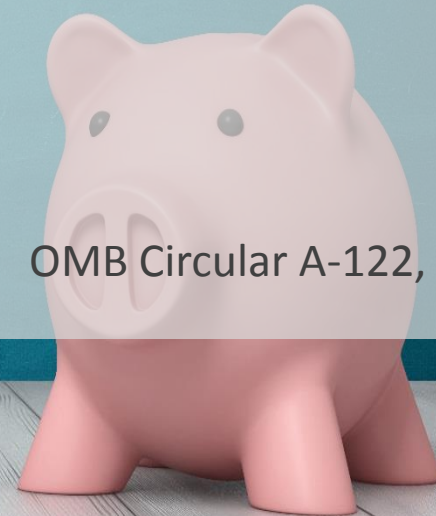


TOTAL DIRECT COSTS

- Costs identified specifically with a particular final cost objective, i.e., a particular award, project, service, or other direct activity of an organization

**Total direct costs =
Personnel + Operating Costs**

OMB Circular A-122, 2009



INDIRECT COSTS

- Have been incurred for common or joint objectives and cannot be readily identified with a particular final cost objective
- Two broad categories
 - Facilities
 - Administration
 - Central offices, such as the director's office, finance, business services, budget and planning, personnel, safety and risk management, general counsel, library costs

OMB Circular A-122, 2009

INDIRECT COSTS

To claim indirect costs organizations must have a federal approved indirect cost rate agreement

Indirect costs =

Direct costs x Negotiated indirect cost rate

\$10 = \$100 x 10%

OMB Circular A-122, 2009

TOTAL EXPENSES

**Total Expenses =
Direct Costs + Indirect Costs**

\$110 = \$100 + \$10



Weaknesses in budget justification

- Not enough detail
- Unrealistic projections
- Trying to hide expenses with vague narrative does not work
- Did not provide enough detail about how the funds will be used for each year of the project
- Lack a basic understanding of the principles of accounting



TIPS

- Include relevant concepts and language from the RFA
- Refer to evaluation criteria as you write and review
- Use active and marketing language
- How are you different than all the others?
- Make it easy for the reviewer
 - Use format, order, font size, and headings required by RFA
 - Assume the reviewer does not know about your organization

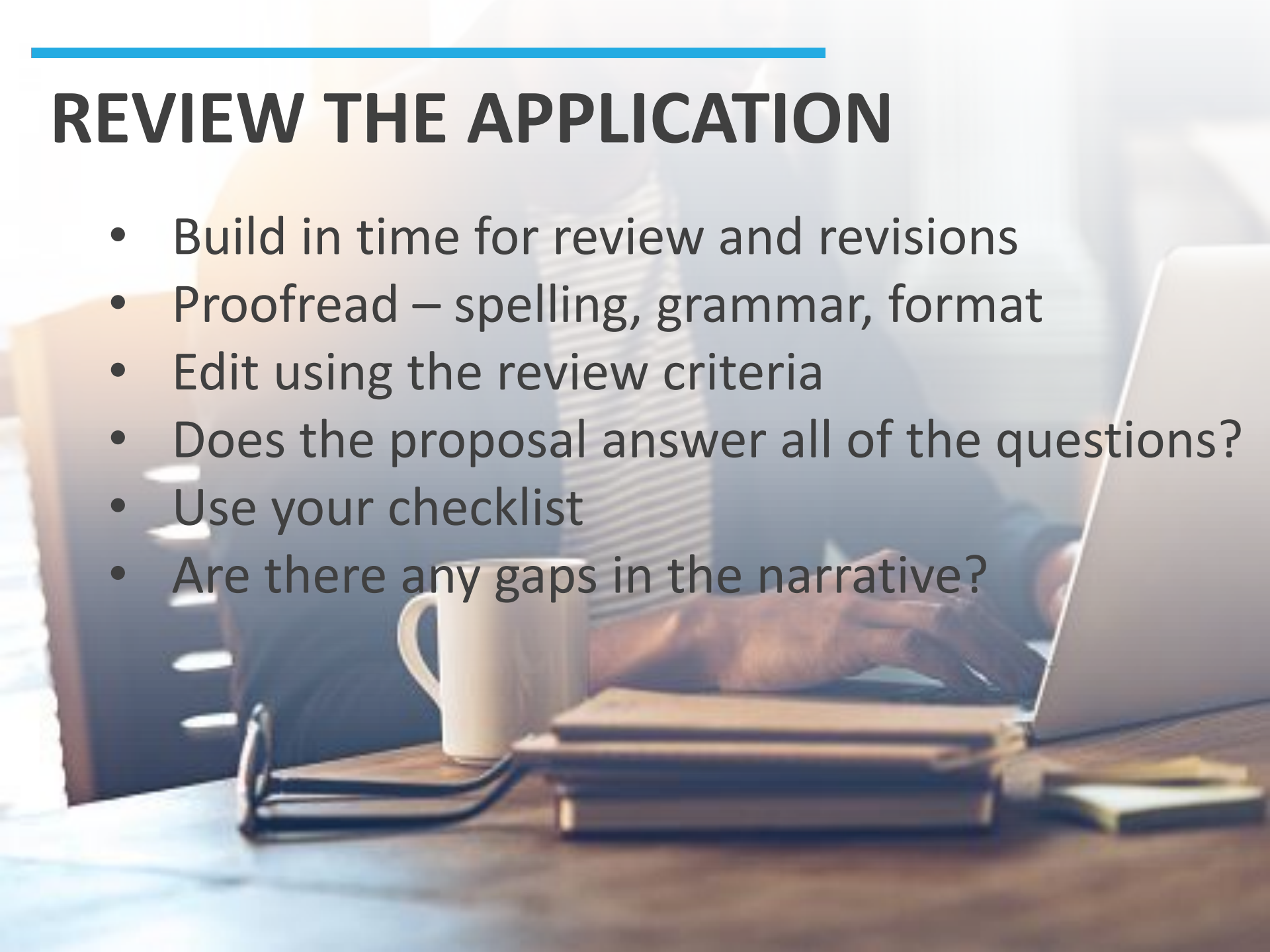


AVOID THE PITFALLS



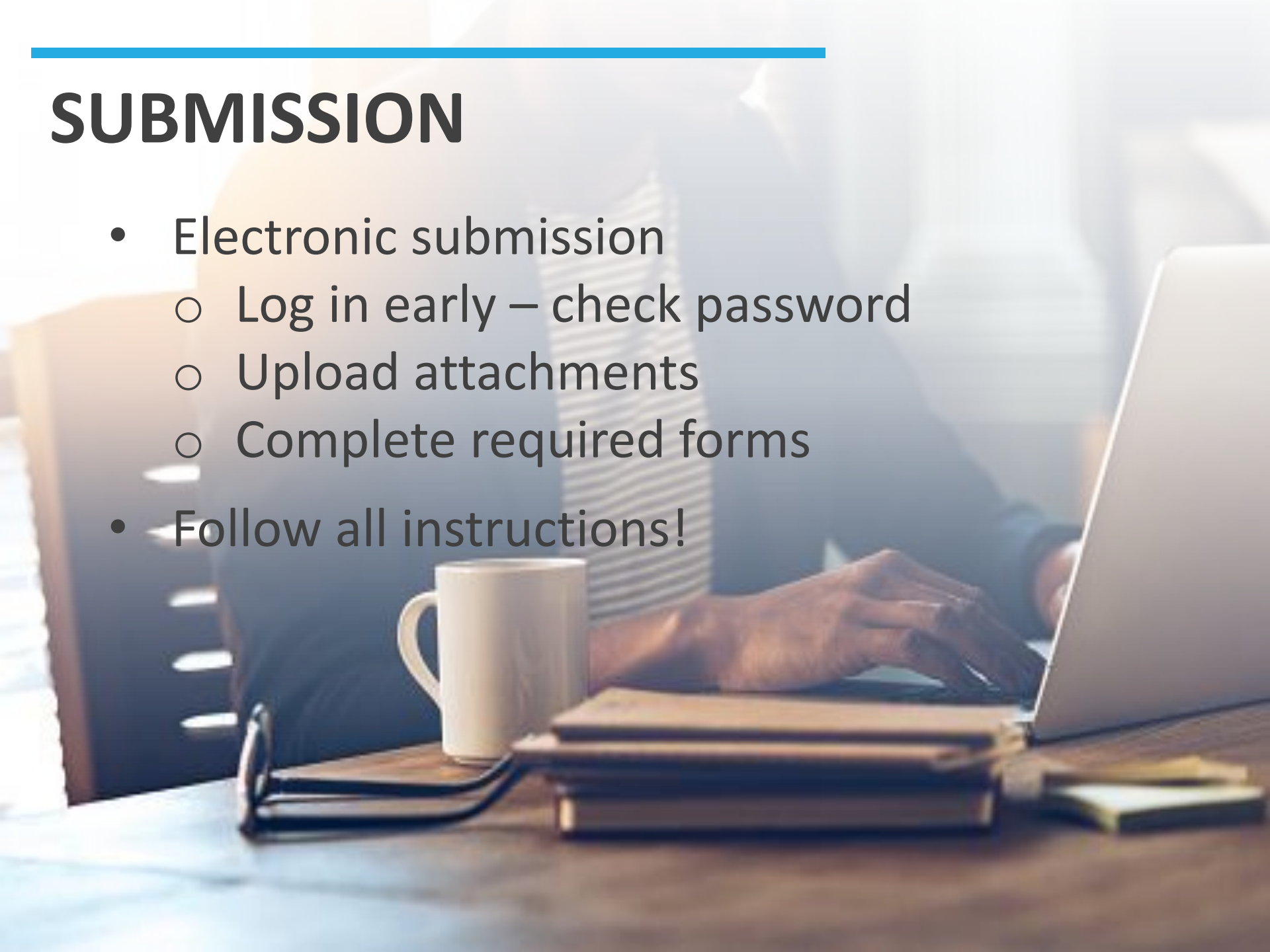
- Missing pieces or inadequate responses
- Outdated or poorly cited literature
- Poorly designed program plan
- Insufficient staff experience
- Cultural issues are not discussed
- Poor evaluation plan/tools
- Budget does not match program plan

REVIEW THE APPLICATION

- Build in time for review and revisions
 - Proofread – spelling, grammar, format
 - Edit using the review criteria
 - Does the proposal answer all of the questions?
 - Use your checklist
 - Are there any gaps in the narrative?
- 
- A blurred background image showing a person in a business suit sitting at a desk. The person's hands are on a laptop keyboard. On the desk, there is a white mug, a stack of papers, and a pair of glasses. The scene is lit with warm, soft light, suggesting an office environment.

SUBMISSION

- Electronic submission
 - Log in early – check password
 - Upload attachments
 - Complete required forms
- Follow all instructions!



Online writing resources

- Grammar Girl: Quick and Dirty Tips for Better Writing:
<http://grammar.quickanddirtytips.com>
- The Purdue Online Writing Lab (OWL):
<https://owl.english.purdue.edu/>
- University of Illinois: The Center for Writing Studies:
<http://www.cws.illinois.edu/workshop/writers/>



Questions?



Thanks.

Special Initiative: Conversations with the Division of Healthy Start and Perinatal Services

Thurs. Aug 16, 1:00-2:30pm ET.

Fatherhood Coordinator Talk Tuesday:

Virtual meeting #1 - September 18th

Virtual meeting #2 - October 16th

Virtual meeting #3 - November 20th

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